Management and Organisational Behaviour

BMIH5004

Lecture will start at 9:30

Week 1 - Module Introduction & Overview

International Hotel Management - Level 5

Welcome!!

This term:

- 8 Weeks of lectures
- Lectures – 9:30-1pm
- Two assignment for this module
- Module handbook available on Moodle

Meet the Lecturer

Your turn:

Let's get back into the swing of things!

Introduce yourself. Answer the following:

- Your First name

- Where are you based in the UK?

- What has been your favourite module so far since being at University?

- What are you plans for the future , upon finishing university?

Today's objectives

1. To define Management and Organisation
2. Provide an overview of the module
3. Introduce the two assignment and provide you with key dates
4. Set the scene on some key terms that will be used in this module

Module Overview

AIM(S)

- To cultivate student knowledge and understanding of the nature of behaviour within organisations, through the application of a multi-disciplinary approach to the study of people at work.
- To enable students to gain insight into, and comprehend, concepts of organisational design, functions and processes of management, in addition to recognising the importance of 'management' as an integrating activity.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Coherently and critically analyse the relationship between structure, culture, people and organisational performance;
- Critically understand the essential nature of managerial work (in terms of both functions and processes) communicate the role of leadership and furthermore, explain the variables that determine effective management and leadership;
- Critically evaluate the behavioural approach to management, through understanding of the factors that affect differences in individual behaviour.

Key topics for this module

- Different organisations
- Leadership styles and theories
- Organisational Structures
- Culture
- Change management
- Working in Teams

Group Discussion

What is Management?

Task- Discuss

To what extent do you believe the following statement is a valid point of view?

'Junior staff who complain that "*a good manager should not sit in an office all day doing paperwork and drinking coffee****" fail to understand the nature and role of management.'***

Management is…

"The process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals."
(Mullins, 2016. p.620)

Management is…

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A **Process** in which an **Individual** (or group of individuals) encourages and coordinates a **Group** of individuals toward a common **Goal**

Managing in good and bad times

Are the good principles of people management the same in economic boom times as they are in the difficult periods?

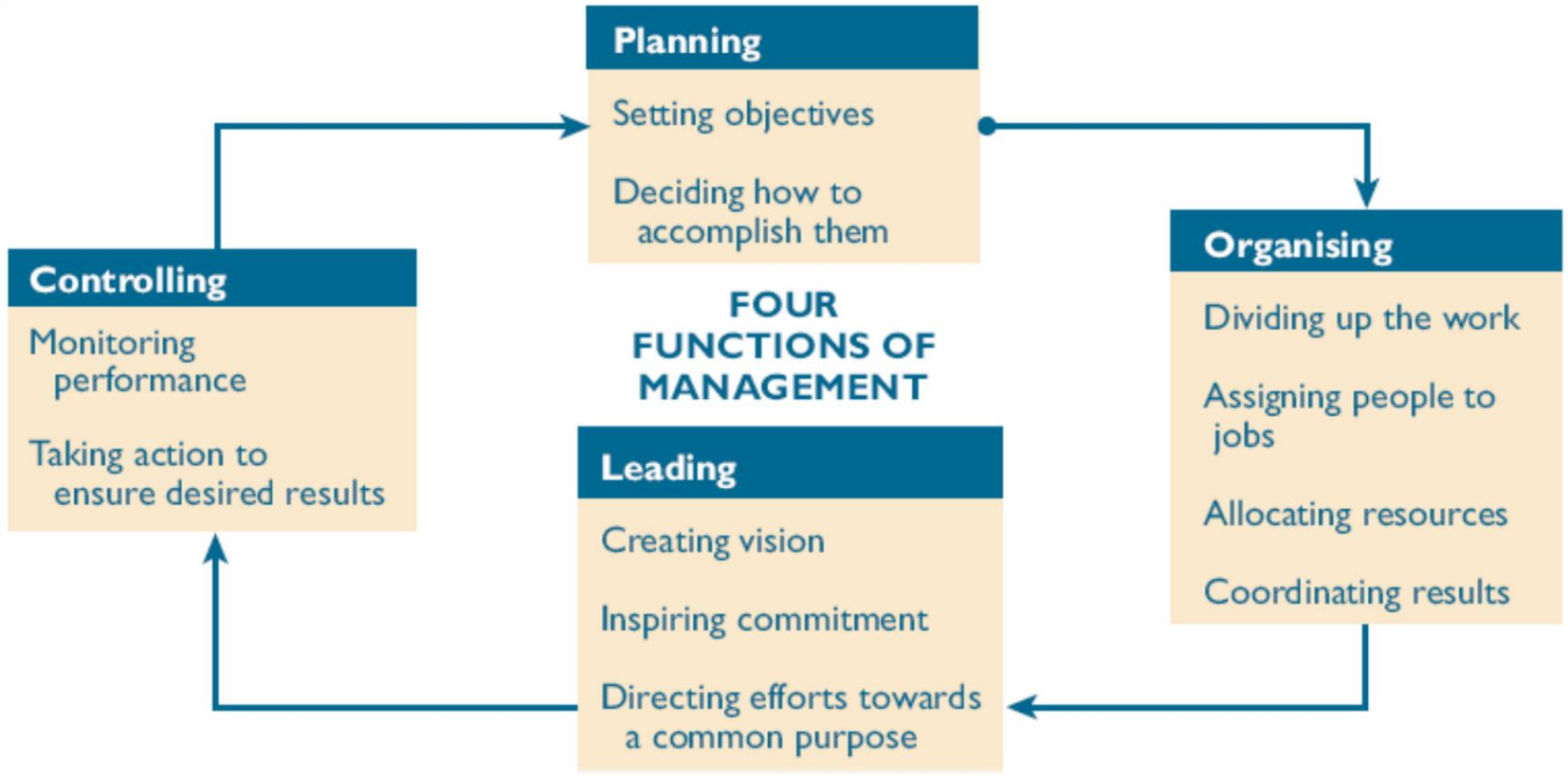
Are there additional challenges in the bad times?

Group Discussion

What functions do managers perform?

(clue… there are 4 main ones)

What managers do…



Group Discussion

What is the difference between management and leadership?

Management vs Leadership

Manager:

‘ How things get done’

- Focus on resource control, delegation and workplace efficiency

Leadership:

‘Provide support and direction to employees’

- Motivate employees to complete tasks, be creative and innovative’

(Zaleznik, 2004)

Simon Sinek – Leaders vs Manager

Assignment Information

Assignment 1

Essay – 2000 Words

Title – ‘Assess the impact of different leadership styles on team effectiveness and employee morale in the hospitality industry.’

Submission deadline:	**18th October 2024, 23:59**	**Return date of provisional marks & written feedback:**	**15th November 2024, 23:59**
Draft work Deadline :	**11th October 2024, 23:59**		

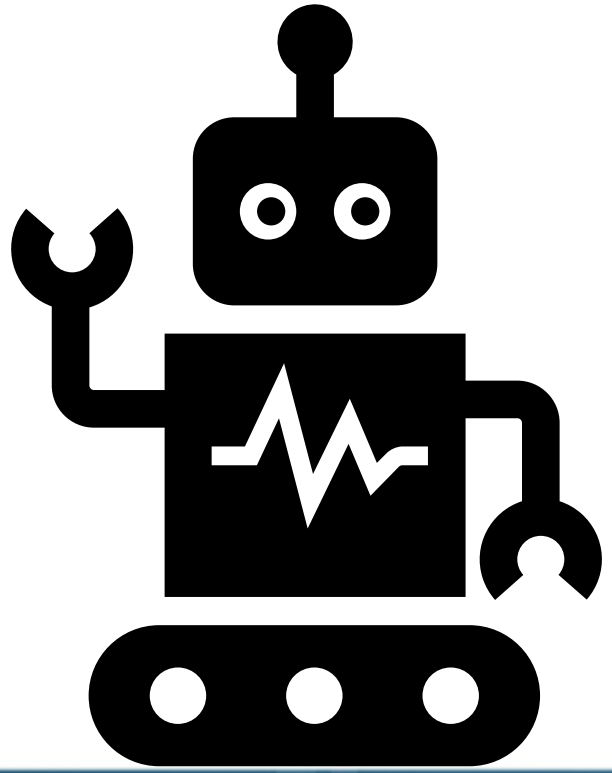
Task Description

Guidance:

- Provide an overview of various leadership theories, including the theories discussed in lectures and ones you find through your own research.
- Compare and contrast the pros and cons of your selected leadership style. Complete this in the context of team dynamics and employee morale.
- Discuss the application of these styles within hotel management, using specific examples or case studies.
- Analyse how different leadership styles can enhance or hinder team effectiveness and employee satisfaction.
- Conduct thorough research using reputable literature and peer-reviewed sources.
- Ensure examples are relevant to the hotel and hospitality industry.
- Include a minimum of 20 credible references.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	20	
2. Knowledge and Understanding Skills		
	20	
3. Cognitive and Intellectual Skills		
	30	
4. Practical Application Skills		
	20	
5. Transferable Skills for Life and Professional Practice		
	10	

AI Guidance



- Check the Moodle page for further guidance.
- Copy declaration into the final submission document.

Essay Structure

- Third Person
- **NO** Graphs, subheadings or content table !
- Continuous/ flowing paragraphs that include plenty of research from academic literature

How to Write an Academic Essay

1. Analyse the Prompt

- Understand the essay prompt.
- Identify key words and instructions.
- Clarify any confusing terms or questions.

2. Identify the Topic

- Identify the topic that aligns with the prompt.
- Ensure it's both interesting and manageable.
- Brainstorm ideas and narrow down your focus.

3. Conduct Research

- Gather sources from academic journals, books, and reputable websites.
- Evaluate the credibility of each source.
- Organise your research notes for easy reference.

4. Create an Outline

- Create an outline to structure your essay.
- Include an introduction, body paragraphs, and a conclusion.
- Use bullet points for main ideas and supporting details.

Essay Front Page

- Essay title
- Your name
- Student number
- Name of the recipients of the essay (lecturer)
- Date of the report (submission date)
- Module code & module name

5. Write the Introduction

- Begin with a hook to engage the reader (quote, statistic, anecdote).
- Introduce your thesis statement clearly (Your main argument or claim).
- Provide context for your argument (Briefly introduce the background or relevance of your topic)

Example Introduction: "Despite advances in technology, printed books remain pivotal in fostering literacy. Studies show that reading physical books enhances comprehension and retention, highlighting the indispensable value of print in the digital age."

6. Develop Body Paragraphs

- Topic Sentence: Introduce the main idea of each paragraph.
- Evidence and Analysis: Provide support from scholarly sources, followed by your interpretation.
- Connection: Link the paragraph back to your thesis statement.

Example Body Paragraph: "A 2018 study by the National Literacy Trust indicates that children who read printed books daily are more likely to exhibit superior reading skills than their peers who read digitally. This evidence supports the thesis by demonstrating the unique benefits of physical books for young readers."

7. Write the Conclusion

- Summary of Main Points: Briefly reiterate the essay's key arguments.
- Restated Thesis: Present your thesis in light of the evidence discussed.
- Closing Remark: End with a call to action, question, or reflection on the significance of your findings.

Example Conclusion: "In conclusion, while digital innovations continue to transform how we read, the enduring benefits of printed books cannot be overlooked. Their contribution to literacy and learning affirms the necessity of maintaining access to physical books alongside digital formats."

8. Review for Structure

- Check for coherence and flow between paragraphs.
- Ensure your argument is clearly presented.
- Use transition words for smoother connections.

9. Edit for Language

- Correct grammar, punctuation, and spelling errors.
- Refine sentence structure for clarity.
- Replace overused words with synonyms.

10. Check Citations

- Ensure all sources are correctly cited.
- Use the required citation style (Harvard)
- Include a Reference list.

Reference List

- Alphabetical order
- List of authors/sources quoted in report
- Meet at least the minimum required
- Relevant and peer reviewed
- UWTSD Harvard referencing
- In-text citations: essential to avoid plagiarism
- At end for whole essay

11. Final Review

- Read your essay aloud to catch errors.
- Get feedback from peers or instructors.
- Make final adjustments based on feedback.

Infoskills

Log into Moodle and complete

Any Questions?

Assignment 2 – Report 2000 words

Produce a report of 2000 words.

Select and research one of the following hotel groups as a case study:

Hyatt Hotels Corporation	Wyndam Hotel & Resorts

With reference to relevant theories, assess, analyse and critically evaluate your chosen organisation, at both corporate and individual hotel level.

Report Structure and Content:

Introduction:

- Provide an overview of your chosen hotel group.
- State the aim of your report and the key topics you will cover.

Organisation Structure, Culture, and Goals:

- Assess and analyse the organisation's structure.
- Evaluate the corporate culture and how it influences operations.
- Discuss the goals of the organisation at both corporate and individual unit levels.

Recent Change Initiatives:

- Identify recent change initiatives undertaken by the organisation.
- Analyse the impact of these initiatives on the organisation.
- Evaluate how well these changes were managed.

Strategic Direction:

- Examine the strategic direction of the organisation.
- Analyse the strategies implemented to achieve their long-term objectives.

Points for Consideration:

- **Evidence-Based Analysis:** Use evidence from your research to support your analysis. Ensure your sources are up-to-date and relevant.

- **Theoretical Frameworks:** Reference relevant management and organisational behaviour theories throughout your report.

- **Topic Order:** You may choose the order in which you discuss the key topics. However, be mindful that not all lectures or tutorials may have covered every topic when you begin. Refer to the module outline for guidance and plan accordingly.

Submission deadline:	**8th November 2024 , 23:59**	**Return date of provisional marks & written feedback:**	**06th December 2024, 23:59**
Draft work Deadline :	**1st November 2024, 23:59**		

Group Discussion

What makes **a ‘great place to work’**?

‘great place to work’?

Typical responses:

- Quality of leadership
- Wellbeing (work/life balance)
- My Manager
- My Team
- Getting a ‘Fair deal’
- Giving something back/CSR
- The company itself
- Personal growth opportunities

On the flip side, organisations can therefore be awful places to work too.

‘Great place to work awards’

ORGANISATIONS

Group Discussion

What is an Organisation?

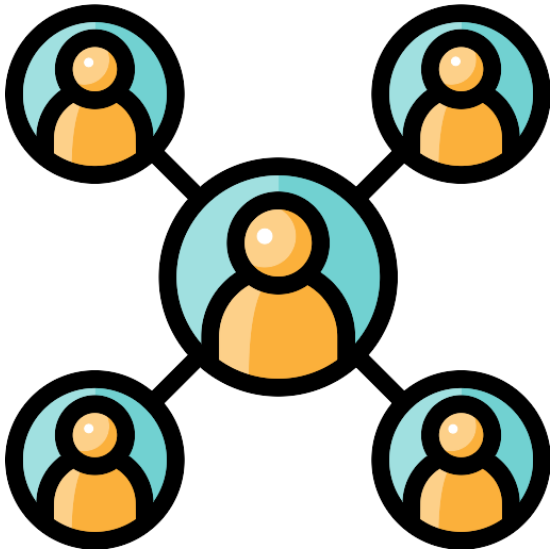
Define and give examples

What is an organisation?

An organisation is a clearly bounded group (or groups) of people interacting together to achieve a particular goal (or goals) in a formally structured and co-ordinated way." (Mullins, 2013)

"Social arrangements for the controlled performance of collective goals"
(Buchanan & Huczynski, 1991)

"A system of co-operative human activities" (Barnard, 1938)



Activity

Organisations can find themselves in different sectors.

-Private

-Public

-Not for profit

You have 10-15mins to research:

- What is the difference between each sector (*provide a definition of each)*

- Find example of at least 3 different organisations that fall in each sector

Organisational Behaviour is…

The study of individuals and groups in organisations

But of course…

…we are not all managers!

However: - **Organisational Behaviour** still matters

Why is it important to understand the concept if we are not all managers ?

Why Study Behaviour in Organisations?

- The lives of all of us are strongly affected by organisations.
- Organisations are a dominant feature of the world in which we all live
- We cannot affect what organisations do unless we understand what makes them 'tick'

[Recap]

1. Introduced key themes
2. Organisational behaviour defined
3. What organisations are
4. Why they exist
5. The role of managers
6. The need to understand organisational behaviour

Asynchronous learning:

What are the key issues affecting organisations?

- Investigate and research the above question
- Make a list of issues and provide explanations as to why
- How might these issues look different in the future?

Any Questions?